



# Equal WEGA Project

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## EVALUATION OF THE TRANS-NATIONAL WORK PROGRAMME Final Report

16th of July 2007

## Rationale

This report is in compliance with the general provisions on Structural Funds in Regulation (CE) 1260/1999 of the 21<sup>st</sup> of June, and the commitment accepted by the groups of entities participating in the Equal WEGA Project (*Women European Gender Actions*) to provide continual follow up and internal evaluation of all the phases of this initiative, with special attention to driving trans-national co-operation and respect for the European Social Fund guidelines for measuring the effects of activities and to guarantee the efficiency of community interventions.

The actions for monitoring and evaluating this project are part of the responsibilities accepted by the Spanish DP in the organisational framework of the Trans-national Partnership and their prime objective is to record the degree of compliance of the Equal WEGA Trans-national Co-operation Agreement and the proper implementation of the Trans-national Work Plan signed in April 2005 by the following national projects:

**Klara! Network for Equal Pay and Gender Equality in the Labour Market**

AUSTRIA

**Ess.ER.Ci Rewritten Social Contract**

ITALIA

**Zaujmové Zdruzenie Zien Aspekt**

SLOVAKIA

**Zodlicnostjo Do Enakopravnosti Med Spoloma**

SLOVENIA

**Ariadna**

SPAIN

As stated in the reference instruments for their application, established by the aforesaid Regulation and taken on board in the design of the trans-national evaluation system constructed on the basis of a consensus reached within the Trans-national Partnership, the purpose of an evaluation system divided into intermediate phases, consists of assessing the results of the actions implemented within the framework of the Project up to the date of issue of this report, and their pertinence and coincidence with the initially established objectives.

The aim here is to enhance the different DPs knowledge of the progress of the initiative while providing useful information for correcting any deviations that may have occurred and expand the scope of the achievements attained throughout the implementation process, and highlighting the singularities and conditions of the organisation and attributing responsibilities within the Trans-national Partnership and how apt this relationship of co-operation is in living up to the principal of trans-nationality in managing common interests and objectives, adapting working systems, producing joint tools and instruments and the exchange of ideas and experiences.

## Periodicity

The period encompassed by this report covers the actions implemented throughout the different phases of the project, from signing the Trans-national Co-operation Agreement (hereinafter TCA) in April 2005, to the 30<sup>th</sup> of June 2007.

## Methodology

The methods and techniques used in this exercise are based on the guidelines of the Internal Evaluation Methodology Guide that aims to regulate the self-evaluation of Equal CI projects and whereby they are considered priority lines of the procedure: the survey, analysis of statistic and documental sources and group meetings.

In the TCA, all partner countries also agreed on a continuous trans-national evaluation system, based, in part, on the application of certain participative techniques (discussion groups, interviews with beneficiaries), which were not, in the end, implemented by the person responsible for this process.

However, with a view to adapting these proposals to the distinctive profile of the trans-national WEGA project and improve its monitoring formulae, a range of information recording tools have been designed at all levels of implementation, to be filled in by the Development Partnership and/or those in charge of implementing programmed actions. Their use during the tasks of monitoring and evaluation, undertaken by applying standard document models for collecting the relevant data on each of the actions, offers other benefits to the project insomuch that it makes it possible to keep partners informed about “the coherence, fit, concentration, efficacy and efficiency”<sup>1</sup> of these initiatives, hence helping to foster an internal debate and guide the re-orientation of working plans if this is considered necessary. This consists of:

TOOLS	Programme of Trans-national Meetings
	Trans-national Meeting evaluation questionnaire
	Action monitoring file
	Activities report

In all, this evaluation process is based on conducting the following interventions:

Revision of the documental sources derived from managing and implementing the project – including those already mentioned and the reports drafted by the participating DPs

Observation of the workshops and co-ordination meetings held

Design and completion – by the representatives of the entities involved – of evaluation and opinion questionnaires (after holding Trans-national Encounters)

Supervision of project channels of dissemination and communication

Recognition of the products developed within the framework of the project

## Contextual framework

<sup>1</sup> Trans-national Evaluation System. Agreed upon in the framework of the Equal WEGA Project TCA.

The **Equal WEGA Trans-national Work Plan** defines the objectives that are common to all partner countries and entities, the joint working system, the agenda and calendar of actions and the activities to be carried out to achieve the **common interest** of “promoting gender democracy, culture and equal opportunities for women and men in the labour market and social life and to design strategies to fight discrimination and favour capacity building and the professional life of women in public and private organisations”<sup>2</sup>.

In line with this interest, the different Development Partnerships participating in this commitment propose responding to the **common and general objective of the Trans-national Co-operation Agreement**, the axis for developing the Work Programme, by identifying “methods and tools for implementing actions, in different contexts of society, aimed at developing a broad gender culture and reduce gender discrimination in both public and private bodies”<sup>3</sup>.

These objectives arise from the detection of common problems and coefficients of sexual discrimination and inequality in the different countries that identify with different areas of priority action:

- Salary gap between women and men in the same position and of the same educational/training level
- Inequality in the access for women to management posts in the private economy
- Reproduction of gender roles and stereotypes in traditional education and training models
- Female participation in public life and politics
- Migrant women as victims of multiple processes of discrimination
- Absence or lack of gender perspective in political and social strategies
- Absence or lack of attention paid to gender issues at the management levels of public and private organisations

For these reasons, and based on the prior experience of some of the project partners in implementing Equal CI projects (Spain, Austria) and in recognising the need to remove the obstacles that prevent women and men from access to the labour market under the same conditions in the participant territories, the Trans-national Work Plan divides the actions to be implemented into three **specific blocks of objectives**:

1. Design, develop, promote and exchange tools and methods of communication to raise gender awareness among political and social actors from all sectors and among women themselves
2. Design, develop and exchange methods and tools for introducing competent gender training and teaching and for careers advice to eliminate segregation in the market for reasons of sex

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<sup>2</sup> Chapter A-1 (Fundamentals and Objectives). Equal WEGA – Trans-national Co-operation Agreement

<sup>3</sup> Chapter A-3 (DU common objectives). Equal WEGA– Trans-national Co-operation Agreement

3. Design, develop and exchange tools and methods of gender management based on the evaluation of the impact of gender policies on public life and the value added in (public and private) organisations

Also, to enhance the expectations of optimising the results of the scheduled actions and attenuate the risks that may arise from factors like cultural diversity between participating countries, the partner DPs hereby agree:

- To implement joint activities between the entities of different countries to increase the potential for and capacity of analysis
- Integrate the national Development Unit in a trans-national work network to reinforce the regional / national position
- Bridge the gap between different perspectives based on ethnic, cultural and national differences to develop a broad and more general view of the same problem and offer the chance of testing more different ideas and methodologies
- Prepare visits by national experts to other countries by giving them all kinds of information (cultural and operative) to enable them to gain a better understanding of each Development unit and its project and to maximise the implementation of trans-national activities
- Involve each Development Unit in a parallel task and not merely in contacts and sporadic visits

To attain these ends and, at the same time, create feedback and enrich the national and trans-national activities, [the foundations of trans-national co-operation](#) are laid on developing initiatives for exchanging information, experiences and expert personnel in the different areas, the parallel development of innovative approaches and the joint generation of systems and products. Beyond creating meeting spaces and co-operation networks, the initiatives require an efficient management of resources (financial, material, technical, human resources) and an equitable administration in terms of responsibilities and commitments among the Development Units involved, in strict compliance with the governing principals of the Equal Community Initiative (Equal CI) and the mainstreaming priorities of the European Social Fund (ESF).

### **Motivation and pertinence of the project objectives**

Despite the fact that in the area of the European Union, and by extension in all Member States, equality between women and men is a formally recognised principal in the institutional body of law and that the guidelines used to formulate public policies should take this on board as a fundamental precept, areas of discrimination persist, together with gaps and deficits in complying with the recommendations about introducing the gender perspective in the planning, execution and evaluation of public policies and problems still to be addressed.

The general objective of the Equal WEGA project finds its origins in the concerns of the partner projects to fight the inequalities between women and men that persist in the national labour markets and which affect the participation of women in the different areas of public life.

These inequalities, rooted in traditional gender stereotypes and reproduced through the channels of highest social and cultural impact (family, schools, the media), with repercussions on the distribution of social tasks and roles, placing women at a disadvantage, designating them the responsibility for reproductive or market work – without any kind of financial recognition and a lowly social rating – and placing barriers to their access to productive work – work that is done in exchange for a financial reward – and their participation in all areas and hierarchies of political and socio-economic decision making.

Hence, to ensure the coherence and the pertinence of this objective with the context of this initiative in each territorial area, the first step to take is to recognise the situation and the real condition of women and make it more visible by pointing out the obstacles that are placed in the way of their full personal, professional and social development, which are manifested in the identification of problems that are common to all the participating countries.

To this end, to provide objective data to illustrate the persistence and scope of the factors that impact on the discrimination of women in the respective geographic areas and which justify the need to address this scenario with common action strategies and instruments – in the form of awareness campaigns, training and education methods and tools, methods and tools for gender management in private and public organisations -, each partner DU provides the project with quantitative benchmark indicators that show that the women in these countries:

**DO NOT access the labour market in the same conditions as men and that they suffer exclusion from markets due to unemployment-related reasons to a greater extent than men.**

%	Employment Rate		Unemployment Rate	
	<i>Men</i>	<i>Women</i>	<i>Men</i>	<i>Women</i>
Austria	75.4	62	4.9	5.5
Italy	69.9	45.3	6.2	10.1
Slovenia	64.6	50.9	15.5	17.2
Slovakia	70.4	61.3	6.1	7
Spain	62.09	39.27	10.9	14.34

**THEY DO NOT receive the same income from salary and work bonuses as men in the same position and with the same accredited training.**

% less	
Austria	18
Italy	9
Slovenia	24
Slovakia	11
Spain	21.3

**THE DO NOT access posts of representation and political power in the same conditions as men.**

%	Men	Women
Austria	67.7	32.2
Italy	82.85	17.15
Slovenia	80	20
Slovakia	86.6	13.3
Spain	63.58	36.41
<i>Canary Islands</i>	<i>63.30</i>	<i>36.70</i>

Representation in  
Parliament (by/ sex)

**THEY DO NOT access top management posts or decision making posts in the private economy in the same conditions as men.**

%	Men	Women
Austria	73	27
Italy	68.1	31.9
Slovenia	68.8	31.2
Slovakia	67.2	32.8
Spain	73	27

Representation by/ sex

## ANALYSIS OF THE RESULTS AND IMPACT OF ACTIONS

To work in a co-ordinated and co-operative manner in the pursuit of the aforesaid objectives, the Equal WEGA project proposes an action agenda and calendar whose impact can be determined depending exclusively on qualitative data and references, because, during the intermediate evaluation processes, no quantitative data has been collected or assessed and the information collection instruments to determine the partial and final results of the actions implemented were qualitative, hence failing to comply with the terms and conditions of the TCA, and the qualitative techniques agreed upon (group discussions, interviews with beneficiaries) have been omitted.

Using this premise as a starting point, we now offer a summary of the activities scheduled in the Trans-national Work Plan to determine to what extent it has been fulfilled, indicate the itineraries followed in the implementation of said actions and to record the levels of participation and interaction of the entities and DPs involved.

### 1. Design of an awareness campaign addressing the salary gap, paid work and non paid work.

DPs and countries taking part: Ariadna (Spain) and Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria).

A joint bi-lateral work action that pursues an awareness raising impact among economic and socio-political actors that influence and decide about the dynamic and evolution of labour markets.

Itinerary:

Exchange of know-how and experiences in the course of the Trans-national Meeting held on the island of Lanzarote (Canary Islands) on the 26<sup>th</sup>, 27<sup>th</sup> and 28<sup>th</sup> of October 2005, in which the partial results of the research into the salary gap in the Canary Islands, directed and drafted by the University of La Laguna (Block I of the Equal Ariadna project), were presented. Presentation of the Trans-national Equal Pay Working Group and start of the process of choosing slogans, target population segments and supports on which this campaign is to be based.

Description of the scheduled awareness actions and training in impact strategies on the media and the population for dissemination and awareness actions on Equal Opportunity policies in the framework of the Trans-national Meeting held in Vienna (Austria) on the 23<sup>rd</sup>, 24<sup>th</sup> and 25<sup>th</sup> of February 2006.

Presentation of the awareness campaigns in Austria and Spain, as a result of trans-national co-operation between partner DPs, in the framework of the "European Networks for Equal Opportunities: Gender, Multi-culturality and Labour Market" Meeting, held on the island of La Palma (Canary Islands) on the 25<sup>th</sup>, 26<sup>th</sup> and 27<sup>th</sup> of October 2006.

### 2. Adapting a gender awareness campaign aimed at teachers and political and social actors

Participating DPs and countries: Ariadna (Spain), Ess.ER.Ci Rewritten Social Contract (Italy) and Zaujmové Zdruzenie Zien Aspekt (Slovakia).

Trans-national exchange of information and experience action to design a gender awareness campaign for target population sectors selected as a function of the ob-



jectives pursued by each partner DP: Spain and Italy (women / political and social actors), Slovakia (teachers).

Itinerary:

Acquisition of know-how and start the debate on strategies for conducting joint awareness campaigns and dissemination during the workshops organised in the framework of the Trans-national Meeting held in Udine (Italy) between the 29<sup>th</sup> of November and the 2<sup>nd</sup> of December.

Import/export of work strategies to disseminate and raise awareness about gender discrimination related issues in the framework of the Trans-national Meeting held in Vienna (Austria) on the 23<sup>rd</sup>, 24<sup>th</sup> and 25<sup>th</sup> of February 2006.

### **3. Introduce, re-design and adapt focus group methodology for training actions and analysis methods**

Participating DPs and countries: Ariadna (Spain) and Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria).

Bi-lateral transfer action for the application model of social research with Focus Groups in projects for equal opportunities between women and men, designed and experimented successfully in developing island diagnoses of the situation of women in the Canary Island labour market by the Equal Sabina project in the first Equal CI call for projects (2002-2004) and introduced by the Austrian DU in their national project as a result of the commitment and will to exchange experiences and trans-national action.

Itinerary:

Sending an expert trainer from the Equal Ariadna Equal project to run two focus groups – planned for training purposes – made up of members of the Austrian DU and other gender equality experts specialising in the salary gap. In both actions, organised in the cities of Vienna and Graz on the 5<sup>th</sup> and 6<sup>th</sup> of October 2005, a total of 16 people took part, 8 in each group.

### **4. Design training courses in the area of gender and the identification of quality standards. Experimentation of competent methods in gender teaching (introducing gender perspective in schools and education)**

Participating DPs and countries: Ariadna (Spain), Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria), Ess.ER.Ci Rewritten Social Contract (Italy) and Zaujmové Zdruzenie Zien Aspekt (Slovakia).

Trans-national joint parallel experimentation work with new methodologies for competent teaching and gender training models that can be adapted to each territorial context, with the identification and formulation of quality standards.

Itinerary:

Exchange of methodologies and experiences in this area with the visit to a school in Tmava (Slovakia), a pioneer in introducing gender perspective in educational methods and the staging of a Puppet Theatre play for gender co-education among groups of younger children, in the framework of the Trans-national Meeting held in Bratislava (Slovakia) and Vienna (Austria) on the 17<sup>th</sup>, 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> of September 2005.

The exchanges made during this meeting are a trans-national contribution to implementing actions aimed at preventing the segregation of training and the labour market, developed in the Canary Islands. The manual edited was also offered to all partner DPs (in Spanish and English), having been translated by the Slovak DP.

Exchange of experience, methods and tools developed for training teachers and decision makers in the area of school guidance (Spain) and raising awareness among teachers (Spain – Italy), in the framework of the Trans-national Meeting held on the island of La Palma (Canary Islands) on the 25<sup>th</sup>, 26<sup>th</sup> and 27<sup>th</sup> of October 2006.

In the framework of the “Xchange :the long way to Equal Pay” International Conference, held in the city of Innsbruck in April 2006, an expert from the Austrian DP led a workshop on “quality standards for Gender training”, valid and adaptable to different kinds of training given by the different partner DPs.

## **5. Exchange of methodologies for integrating an inter-cultural perspective in education and training**

Participating DPs and countries: Ariadna (Spain), Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria), Ess.ER.Ci Rewritten Social Contract (Italy) and Zaujmové Zdruzenie Zien Aspekt (Slovakia).

Trans-national action for exchanging experiences and importing methods (Slovakia) for integrating the specificities of the different situations and conditions arising from a multi-cultural reality in the area of education and training.

Itinerary:

Exchange of information, experiences and methods through the recognition of an exemplary entity (Tmava school) in which the work is approached from the perspective of cultural mediation, based on the percentage of immigrant pupils, and a visit to the Slovak association of Minority Rights Group and one of the member entities of the Austrian DU, which manages a counselling centre for immigrant women, to share formulae for organising actions in this area. All of this took place within the framework of the Trans-national Meeting held in Bratislava (Slovakia) and Vienna (Austria) held on the 17<sup>th</sup>, 18<sup>th</sup>, 19<sup>th</sup>, 20<sup>th</sup> and 21<sup>st</sup> of September 2005.

Exchange of experiences gained from mentoring immigrant women (Austria) and by identifying best practises in the application of a double mainstreaming approach (gender and multi-culturality) in formulating, planning and managing the Ariadna project (Spain), within the framework of the Trans-national Meeting held on the island of La Palma on the 25<sup>th</sup>, 26<sup>th</sup> and 27<sup>th</sup> of October 2006.

## **6. Identification of methods and tools for training in the area of gender and pay equality, paid work and non-paid work**

Participating DPs and countries: Ariadna (Spain), Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria), Zaujmové Zdruzenie Zien Aspekt (Slovakia).

Trans-national action to adapt and import methodology in this area.

Itinerary:

Participation of an expert from the Zaujmové Zdruzenie Zien Aspekt project (Slovakia) in a range of seminars aimed at training "EQUAL PAY experts" organised by the Austrian DU, between March 2006 and March 2007.

Presentation of the partial results of research into the pay gap in the Canary Island conducted as one of the actions of the Spanish national project under the responsibility of the University of La Laguna, within the framework of the Trans-national Meeting held on the island of Lanzarote (Canary Islands) on the 26<sup>th</sup>, 27<sup>th</sup> and 28<sup>th</sup> of October 2005.

Workshops held within the framework of the "X-Change: The long road to pay equality" Trans-national Conference held on the 3<sup>rd</sup> and 4<sup>th</sup> of April 2006.

## **7. Identification and validation of gender indicators for evaluating the impact of gender policies and a description of the concept "gender responsibility"**

Participating DPs and countries: Ariadna (Spain), Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria), Zaujmové Zdruzenie Zien Aspekt (Slovakia), Zodlicnostjo Do Enakopravnosti Med Spoloma (Slovenia) and Equal Esserci (Italy).

Trans-national action to import and adapt methodologies and indicators for evaluating the impact of public policies on gender and on private enterprise, to different territorial contexts (from the experience of the Spanish DP).

Itinerary:

Workshop on gender budgeting, within the framework of the Trans-national Meeting held in Udine (Italy) from the 29<sup>th</sup> of November to the 2<sup>nd</sup> of December 2005. A workshop also in Innsbruck, April 2006.

Joint workshop, organised by the Italian and Slovenian DPs, to analyse the results of adopting the methodology, held in Slovenia in February 2007.

## **8. Design and exchange methods for balancing competences in public and private organisations**

Participating DPs and countries: Ariadna (Spain), Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria), Zodlicnostjo Do Enakopravnosti Med Spoloma (Slovenia) and ESSerci (Italy)

Trans-national transfer action (based on the experience of the Austrian DP) of methodology for professional gender guidance and, in parallel, to develop a methodology of gender competence balancing led by experts from Slovenia and Italy.

Itinerary:

Workshop on the balance of competences, within the framework of the Trans-national Meeting held in Udine (Italy) between the 29<sup>th</sup> of November and the 2<sup>nd</sup> of December 2005.

Visit by representatives of the Ariadna project (Spain) to the offices of a member institution of the Klara! DU (Austria) that works in the field of counselling women who are victims of labour discrimination as an agency answerable to the Ministry of Health and Women: Advocacy for Equality between Men and Women at Work. Trans-national Meeting held in Vienna (Austria) on the 6<sup>th</sup> of June 2006.

Lectures and exhibition of best practises for a range of subjects related to equal opportunities between women and men in private enterprise and access for women to decision making management posts, within the framework of the Best Practises for Gender Equality International Conference held in Zagorje ob savi (Slovenia) on the 8<sup>th</sup> and 9<sup>th</sup> of June 2006.

Joint seminar, organised by the Italian and Slovenian DPs, to analyse the results of editing a thematic manual as one of the actions established in their national project, held in Slovenia in February 2007.

The trans-national programme of activities also includes five **International Conferences**, as actions forming part of national projects in the organising countries:

### **Best practises for Equality between Genders.**

Venue and date: Zagorje ob Savi (Slovenia) – 8<sup>th</sup> and 9<sup>th</sup> of June 2006

DP responsible for the organisation: Zodlicnostjo Do Enakopravnosti Med Spoloma

Objective: Analyse strategies and exchange methodologies for promoting women at work, their access to top management posts and leadership in private enterprise, and to move towards improving their financial situation by closing the salary gap between the sexes.

### **X-Change. The long road to Pay Equality.**

Venue and date: Innsbruck (Austria) – 3<sup>rd</sup>, 4<sup>th</sup>, 5<sup>th</sup> and 6<sup>th</sup> of April 2006

DP responsible for the organisation: Klara! Network for Equal Pay and Gender Equality in the Labour Market (Austria)

Objective: Organisation and delivery of workshops on gender and inter-culturality, quality in gender training, equal pay awareness and Gender budgeting.

Participation: 80 experts in gender equality from the DPs participating in the trans-national project and key actors in the different socio-economic, territorial contexts.

### **Women of the World: gender, multi-culturality and the labour market.**

Venue and date: Santa Cruz de Tenerife (Canary Islands) – 24<sup>th</sup>, 25<sup>th</sup> and 26<sup>th</sup> of April 2007

DP responsible for the organisation: Equal Ariadna

Objectives: 1) Presentation of the results of exemplary national projects (equality in enterprise – Slovenia -, re-written social contract – Italy -, women in politics – Italy -, gender sensitive education (Slovakia), introduction of the professional profile of equal pay agents (Austria). 2) Presentation of the products of the trans-national Equal WEGA project. 3) Introduction to recognising the situation and conditions of women

of different ethnic and cultural origin (Mexico, Iran and the Democratic Saharai Arab Republic). 4) Develop the concepts of globalisation and inter-cultural mediation from the gender perspective.

Participation: 350 experts in gender equality from the DPs participating in the trans-national project and key actors in the different territorial socio-economic contexts and final beneficiaries (university students, associative movement, unemployed women, etc.)

### **International EQUAL WEGA Conference in Bratislava.**

Venue and date: Bratislava, Slovakia. 21<sup>st</sup> of September 2006.

DP responsible for the organisation: ASPEKT.

Objectives: 1) Presentation of positive actions developed within the framework of the national projects of the five partner countries. 2) Presentation of activities engaged in within the framework of other Equality initiatives in the Slovak Republic. 3) Presentation of the play “Annie the Rose and Tony the Bruise” for children. 4) Meeting of the trans-national management committee for co-ordinating project management.

Participation: Member Development Units, Slovak DP, experts from various countries and the general public interested in the issue.

### **International Conference “Women and Employment: Experiences to compare”.**

Venue and date: Trieste, Italy. 25<sup>th</sup> and 26<sup>th</sup> of June 2007.

DP responsible for the organisation: Esserci, Italy.

Objectives: 1) Presentation of positive actions developed within the framework of the national projects of the five partner countries. 2) Training/information by experts on different facets of the EQUAL Community Initiative (Trans-national Co-operation; Sustainability; Development Partnerships as a means of management) 3) Information about the new European programming, employment policies from a gender point of view and ways of overcoming sexist stereotypes. 4) Presentation of the final trans-national output, the “EQUAL WEGA: Ways to Equality” DVD.

Participation: Partner Development Units, Italian DP, experts from different areas and the general public interested in the matter.

As a consequence, having seen that the aforesaid activities have actually been carried out, pursuant to the documentation provided by the different DPs and the monitoring of the programmes that they are subject to, we can verify **a high degree of fulfilment of the agenda and the calendar of the Trans-national Work Programme.**

From a consideration of the purposes these actions are aimed at and the contents established in the planning and implementation of these actions, one can conclude that they are **coherent with the project objectives** and **their implementation is pertinent** in the socio-cultural, economic, political, legal and institutional contexts of

the geographic regions involved, within the strategic framework and the general European, national and regional policies of employment and equal opportunities.

Following this line of analysis, the leading results and the main impacts of applying these actions in the general framework of the trans-national project can be seen, as they can in the parallel development of the different national projects:

KEY RESULTS	Impacts
<p>Production of documentation and reports on the implementation of the activities, programming trans-national activities and the conclusions of their contents.</p>	<p>Drive the development of a gender culture in all social spheres, with special emphasis on actors and institutions with decision making capacity with regard to developing strategies and policies in the area of education, training and the labour market.</p>
<p>Production of documentation and reports on describing the communication plan and the PTT evaluation system.</p>	<p>Adopt a multi-cultural perspective in dealing with gender issues in relation to general policies.</p>
<p>Production of documentation and reports on how to adapt and the usefulness of the methodology, tools and strategies for the different areas of intervention.</p>	<p>Feed-back from the participating DPs through an exchange of useful know-how, experiences and methods for developing their respective national projects.</p>
<p>Adopt, develop and adapt joint methods, tools and strategies in the different areas of intervention (thematic) of the trans-national project.</p>	<p>Observation of the possible transfer of innovative measures and actions between the different national projects.</p>
<p>Production of instruments (indicators and manuals) to introduce the gender perspective in the management of educational, training and labour policies and initiatives.</p>	<p>Improvement of the qualification and specialisation in gender issues within the different DPs.</p>
<p>Provision of methods and instruments for introducing gender culture in all social spheres, especially among actors and institutions with decision making capacity with regard to developing strategies and policies in the area of education, training and the labour market.</p>	<p>Improvement of the instruments available to DPs for impacting on the performance and the efficiency of the actions in their respective territorial contexts.</p>
<p>Developing the technical and practical experience and know how of the DPs involved in the different issues addressed.</p>	<p>Reinforce aptitudes to develop networking and co-operative action.</p>
<p>Specific training for hired personnel and expert professionals of the different DPs in these areas.</p>	<p>Comprehension and assessment of the adaptability tool as a form of efficiency in the trans-national work and initiative.</p>
<p>Development of awareness campaigns and instruments and the information of key actors and institutions about equal opportunities between women and men.</p>	<p>Significant advances in the comprehension and inter-cultural relations – improvement in overcoming difficulties arising from linguistic diversity.</p>
<p>Exchange of experiences with the support of experts of different ethnic and cultural origin.</p>	

As part of the results of implementing and managing the trans-national project, special attention should be paid to the classification of the EQUAL WEGA project as a “trans-national success story” in Equal Opportunities in the area of the European Union.

This balance also allows us to determine the **coherence between the final results** – explained in general terms – **and the project objectives** and the positive impact these have had on national projects, insomuch as they drive their management with new action prospects and methodological instruments, hence enhancing perception and knowledge of the gender approach, based on a new vision of reality provided by the inter-action between experts/ and key actors from different cultural contexts and, finally, they recognise possible lines of action in their own territories in the innovative initiatives that have been implemented.

This impact can be defined more precisely if we bear in mind the fact that all the actions embarked on in the trans-national Work Plan provide **value added to the National Work Plan** of each partner DP, which can be seen in:

Learning networking on the Internet developed by Austria, in a constant task of introducing the feminist perspective in all their processes and actions related to labour relations and the creation of a Forum of Experts on Pay Equality, assessed as an innovative working methodology by the other partner countries.

Estimation of the feasibility of applying the Equal Pay training methodology in university education, promoted by the experience gained in the implementation of the Austrian national project.

Planning the awareness campaign by Spain and Austria, as a result of the provision of ideas that were worked on in the Lanzarote and Udine meetings, defining contents and messages that have a greater impact on the population groups that they are aimed at. Proposals have been presented in relation to the kind of products that could be adapted to other contexts and the possibilities of disseminating these beyond national borders to delimit contents by propitiating exchange between partner countries.

Adoption of new methodologies taken from the Analysis of Pay Inequality and the Analysis of the impact of equality policies in relation to the labour market. The partial conclusions presented by the University of La Laguna (Spain) in Lanzarote have provided a new form of “exploring reality”, based on the diversity of the techniques used to collect information - assessed especially in the telephone survey -.

Learning and exchange of experiences by the Ariadna project (Spain) that have enriched the basic ideas for designing a manual for Work Package II (Prevention through training and awareness in education centres) as a trans-national product. The visit made to a school – member of the Slovak DP – has acted as a space for discussion and reflection on how to incorporate the gender perspective in the syllabus model and establish comparisons on the stereotypes that motivate labour segregation from school age. This Slovak entity incorporates ethnic minorities in its school, so the inter-cultural perspective has also been taken on board in the method they use to act with these groups in the educational field.

Adoption of Focus Groups methodology by Austria, as the result of a bilateral action with Spain. The results obtained have acted as a base for designing a questionnaire to be used in interviews with key social players, establishing a new method for researching and raising awareness about Equal Pay.

Adoption of new ideas to work on the personal competences and skills of women for finding employment and a better social development. In this sense, the Balance of Competences Workshop given in Udine (Italy) by experts from Austria, should be highlighted, as it has provided a new view for the Spanish DP with regard to drafting a training-employment orientation guide in the future.

Exchange of approaches for dealing with and providing attention for more vulnerable groups, providing new ways of tackling the obstacles that constrain their inclusion in the labour market (women, immigrants, young people seeking their first job, long term unemployed, etc.), clarifying concepts and contents to work on what is known as the “hidden curriculum”. The Austrian experience is highly valued in this field for enhancing the work to be done by public employment services in Spain,

Spanish DP entities’ learning from attending the meeting in Udine (Italy), with regard to Slovenia’s experience in analysing the profile of female employees in companies using the competences balance.

Exchange and adoption of methodologies for tutoring women in segregated professions and professions traditionally dominated by men in the area of business, experimented on by the Spanish DP, based on new practises that have proved to be efficient in other territories.

Mutual learning, skill building among the staff and the acquisition of new intervention approaches in the area of education through an exchange of trainers and experts.

Increase in the transparency and visibility of the products and materials designed in the context of the national project for their trans-national dissemination among partners.

Adoption of working methodologies that have aroused the interest and participation of experts – workshops, round tables and debates – because of their potential for favouring interaction among participants.

With all this, the **impact of the actions** is not limited to the area in which the projects involved are implemented, applicable in the national and/or trans-national framework. It **transcends this area to the systems and structures** being acted upon to fight inequality and gender discrimination. In this case, it does so with the following effects:

Detection of structural and temporary variables related to equal opportunities in the sphere of employment common to the entire European space. It has been seen that there are socio-economic and political problems that affect women in general and they affect immigrants in particular. This identification drives a mutual and shared task, generating new solutions to reduce the difficulties that directly affect both these groups.

Recognition of the bodies that manage the projects at trans-national level and greater visibility of the institutions that have recently joined European initiatives, as is the case of Slovakia and Slovenia. This fosters a relation of exchange and co-operation with other countries with more experience in actions of this kind, like Austria, Italy and Spain, merging interests in the search for joint solutions to common problems and exceeding the different levels of experience in the systems of work adopted in European projects.

Innovation and new perspectives for treating labour segregation, offering practical tools for enhancing the employability of women. On this point, we would like to highlight the Competence Balance technique as an efficacious methodology in exploiting hidden abilities aimed at labour inclusion and the empowerment of said abilities in daily life.

Exchange of information about the causes for unequal pay, finding similarities that impact on horizontal segregation in different countries. This analysis is complementary to the Aware-



ness Campaign implemented and transfers the keys for its design aimed at raising social awareness about this kind of inequality.

Enhancement of approaches to importing and exporting experiences, fostering exchange between political authorities and public agencies that have an impact on adopting measures to combat discrimination.

## Analysis of the impact of the products designed

The Trans-national Work Plan indicates the following as products of trans-national actions:

### 1. Design and dissemination of an awareness campaign on gender equality and Equal Pay. Paid Work v. Non Paid Work.

This was developed jointly by the Spanish and Austrian DPs, reaching a consensus between the two parties on the slogans and strategies used, but differentiated for each one of the planned territories on the basis of assessing the effects and impacts that each one wishes to provoke in their respective societies.

In the first case, the proposal suggests “trying sensitivity” with an exercise consisting of comparing similar elements at first sight – designed by a woman and a man – to highlight the fact that “pay discrimination is not a game”.

Supports	Means of dissemination	Target population
Postal Free Posters Advertising spots Interviews in the media	Hoardings Public phone booths Awnings/Bus stops Distribution in public service centres Mass transport vehicles travelling preferential routes Radio and written press	Social, economic, educational and political players with decision making power concerning the development of policies and initiatives related to employment and equal opportunities Population in general

In the Austrian campaign, on the other hand, several slogans were used, based on an original idea: “We women deserve to earn more”.

Supports	Means of dissemination	Target population
Postal free Posters Advertising spot	Exhibition in cinemas Exhibition in schools Exhibition in public places (cafés,...)	Social, economic, educational and political players with decision making power concerning the development of policies and initiatives related to employment and equal opportunities School teaching staff and

student body

Population in general

The impact generated by these campaigns is justified by the public and massive character of its dissemination strategy, favoured by the fact that the different materials were distributed in public centres and services that, in the case of the Canary Islands, turns areas like banks, shops, etc. into dissemination points.

The scope of this strategy should also be observed in the application of the digital format that enables the Austrian entities to undertake the task of raising awareness among teaching staff and the student body in schools and diversify the profile of the target population, making it universal in nature with the exhibition of the slogans and contents of the campaign in cinemas.

Finally, as an innovative step in its territory, the Spanish DP proposes advertising on mass transport vehicles (buses) as an alternative means of disseminating the message, choosing the routes that go through the central areas of town and the busiest routes of the islands of Gran Canaria and Tenerife.

The real dimension of the impact however, lies in the content of the messages that are sent to the target population as an invitation to engage in an exercise of reflection that highlights three central ideas:

- working women earn lower wages than men for doing the same job, in the same conditions and with the same qualifications
- the choice of profession determines income
- both men and women are responsible for home and family tasks and for caring for dependents

## **2. Elaboration of an information support – in DVD format – to include good and bad practises of gender policy and trans-national co-operation.**

The preparation of this material (EQUAL WEGA: Ways to Equality) was taken on by all the participating DPs as a final product of the project, with each DP providing a proportional part of the contents that shows and raises awareness about the different areas of gender discrimination in the labour market – with special emphasis on pay inequality and access to economic and political decision making jobs – explaining the results and the practises implemented in the trans-national project to reduce the equality gap between women and men as an example of the fact that this trans-national co-operation initiative is the most efficient tool to deal with common problems.

1000 units of this product have been edited, translated into 6 languages to extend its dissemination and territorial cover. The six languages are the languages of the partner countries, plus English.

The final distribution is made equally in the different geographic areas through educational resources (university faculties, primary and secondary schools), NGOs, business and union organisations, associations of business women. However, dissemination is complemented in other contexts with its presentation in meetings of

experts, which started in Santa Cruz de Tenerife during the International Conference on Women of the World.

So its impact will be perceptible through the contributions that it offers to:

- Active players with decision making capacity in employment, training and/or equal opportunities policies as an information and awareness raising instrument
- Active players with decision making capacity in the area of employment, training and/or equal opportunities policies as an orientation instrument for designing intervention models for the themes addressed
- CI Equal projects as a description of the systems of work and co-ordination between entities, the transfer and adaptability of actions and products to the different contexts, cohesion on the level of commitment and involvement in the project and coherence in assessing the factors that contribute to inequality between men and women in the labour market as common problems that require innovative solutions developed jointly
- Networking initiatives for equality between women and men at work as a benchmark of co-operative action in this matter

### **Analysis of the efficiency of the communication and dissemination plan**

The Communication Plan considered for the continuous action throughout all the different phases of implementing the trans-national project encompasses all the actions and instruments of general dissemination and internal communication between the member Units of the Trans-national Partnership.

#### **Dissemination of the project:**

Design of the corporate image and logotypes to represent the initiative

Design and distribution of general dissemination supports: information leaflets

Design and distribution of general dissemination material: ball point pens, folders and brief-cases

Design and distribution of supports in matters of gender equality and pay equality: postal free, posters

Design and implementation of other initiatives to disseminate the awareness campaign in the area of gender and equal pay: placing posters on public transport vehicles on the most significant routes because of their cover of a territory (Canary Islands), placing posters in bus stops and public phone booths (Spain), exhibition in cinemas (Austria), exhibition in training centres (Austria), postal free in public places (Austria and Canary Islands)

Design and implementation of an internet platform

Establishment of means of dissemination for organising trans-national events: communication via conventional mail, electronic mail and fax, press conferences (printed press, television), invitations to local authorities

Design, publish and distribution of an information support – in DVD format – presenting good and bad practises in gender policies and trans-national co-operation.

#### **Internal communication between partner DPs:**

Design and implementation of the intranet web, defining areas for the exchange of documents and discussion forums

Monitoring of the communication protocol and issuing of documentation derived from project management to the competent authorities: UAFSE, agencies

Design of the communication protocol between partner DPs by electronic mail, fax and telephone

Management efficiency, which affects both the application of policies and the use of communication supports, has been aimed for by encouraging the commitment of partner entities to fluency in providing information, to respecting established deadlines, willingness to comply with the protocol agreed upon for organising trans-national events – especially during the preparation phase -, compliance with the working agenda and calendar and regularity in issuing reports. But, to facilitate this process for all the parties involved in this process, the entities that make up the Trans-national Partnership have made an effort to clearly define models and channels for regular communication, to adapt these to whatever needs may arise in the every-day management of the project – maximising attention in extraordinary circumstances – and to keep all entities permanently informed of any changes that could be made to the aforesaid Plan.

### **Analysis of compliance with the key principals of the Equal CI**

Satisfying these principals expressly highlights the management capacity of the Development Units that actively intervene in the project, their level of involvement with the objectives pursued and their knowledge of the social, economic and cultural starting point characterising their societies on which to formulate their strategies of action and which will determine the evolution of the labour markets.

In the case in question, the implementation of the Equal WEGA project, respect for these principals has been shown by the intervention of the factors listed below:

#### **1. Complementarity**

The common thread running through all of the projects of this initiative is the task of a prior analysis of the base line or initial situation, from which the interests and objectives of trans-national co-operation are determined. The observations and diagnoses made in each national area have enabled the partners to distinguish the areas of society and the labour market that are common to all the countries and projects involved, where the deficit in conditions of equal opportunities between women and men, inequality and discrimination for reasons of sex persist significantly. Hence, the areas of intervention of the project (equal pay: gender budgeting and the impact of gender policy; inter-culturality; gender culture in social, economic, political and educational contexts; gender responsibility and gender management in public and private organisations) are not the subject of a momentary choice; they are the result of the weaknesses and needs detected in the examination of the situation and the different position of women and men in national labour markets and a know-how and assessment of both employment policies and policies of equal opportunities between women and men promoted by the public authorities at different levels and in different territories.

On the other hand, the different Development Units that form part of the trans-national partnership are, in turn, made up of entities of different kinds, public and private, which share common aims in suggesting training and employment policies and/or attention for population groups that require special attention in order to become integrated and stabilised in the labour market. Apart from this general profile, there are other faculties that impact on the composition of the Trans-national Partnership:

- recognition of the entities that make up the different DPs as **key agents** in generating and applying policies and initiatives – public and private – for training, employment and/or equal opportunities between the sexes
- **active participation** of the entities participating in Equal WEGA **in developing and managing training, employment and/or gender equality initiatives** in the different geographic areas, occasionally including parallel involvement in the implementation of other Structural Fund projects (which is the case of some of the entities that form part of the Spanish DP)
- experience of the entities taking part in Equal WEGA in formulating and **managing resources** to promote training, employment and/or equal opportunities policies – especially those involved in reporting, training and the counselling of other interested entities, people affected by them (direct beneficiaries) or the public in general – as these are top reference resources in the territories involved
- experience of the entities taking part in Equal WEGA in the **creation and consolidation of work and co-operation networks** in the national and trans-national area for promoting equal opportunities for women and men in both public and private spheres
- capacity to involve expert professionals and attract the contributions of public and private institutions that promote general training, employment and/or equal opportunities policies in the Equal WEGA initiative
- prior experience of the Spanish and Austrian Development Partnerships in implementing and managing trans-national projects within the context of the Equal CI

Finally, the design of the project, the result of the efforts of the entities taking part to adopt complementary measures to these initiatives, providing them with instruments and methods that can be adapted to the reality of their situations, based on their own experience in managing plans, programmes and projects concerning these matters and, especially, on the conclusions drawn from the exercise of exploring the contextual framework that is the rationale for addressing the common objectives pursued on the basis of common interests.

Moreover, an added value arises from the conclusions and results that has a positive impact on promoting general employment and equal opportunities policies, provided by:

- the advances made in consolidating bonds for exchange and co-operation between the entities and agencies involved at local, national and trans-national level

- consolidation of trans-national practises and overcoming cultural barriers that will drive the development of common employment strategies and policies in the different territories
- methodological instruments that provide the specialised resources entities and agencies involved in promoting these policies, in general, with standards, models and tools that will reduce the lack of information and/or practical references in relation to the issues addressed

## **2. Institutional co-operation**

Institutional co-operation is governed by the agreements signed and the obligations accepted by the partner countries and projects in the Trans-national Co-operation Agreement, reserving their representation to the establishment of Development Units as an umbrella for entities of different kinds distributed strategically throughout each national territory.

This way, the trans-national partnership includes institutions from different areas and with different aims, legal forms and with different attributions, bringing in institutions and services of the public administrations, non governmental organisations, co-operatives, private enterprise, union and business organisations, universities, etc. These are institutions that act as key agents for economic and social development in their respective geographic areas and their commitment to this initiative will, in consequence, have an impact on the evolution of general employment and local development policies from a gender perspective.

This synergy between players at local, national and trans-national level propitiates de-centralised actions while involving them in a process of participation aimed at attaining the common ends and objectives that transcend the strict concept of institutional co-operation as a path towards the exchange of experiences and know how, making it a meeting space for reflection and a joint search for action strategies and methods, working systems and the projection of goals.

Co-operation between different entities and, in general, between the Development Units, thus remains dependent on building a horizontal structure resting on an homogeneous assessment of all the national partner projects, an equitable distribution of responsibilities and functions, shared and democratic decision making power, respect for dialogue and communication as essential foundations of co-operation policies and a relationship based on mutual trust.

Finally, efficient management of the approximation, communication and co-ordination instruments established in the Co-operation Agreement for implementing the Trans-national Work Programme and, above all, the relationship of mutual support between the DPs has produced new co-operation planes that give the project a greater opportunity of achieving its objectives, including:

- harnessing the meeting times and spaces for promoting a relationship of solidarity and co-operation between the entities that make up the different DPs in two aspects: 1) between all the entities involved, irrespective of their nature, in order to strengthen the bonds forged from their common interests and aims, and 2) between similar entities, thus facilitating new unexplored means of co-operation that emerge from an exchange of information and the will to overcome the di-

iversity of structures, levels of organisation, operating conditions, investment in technical/financial/human resources that characterise them, despite the fact that they are founded on the same ideological bases, aspirations, areas and forms of action

- contact with other entities and agencies that do not form part of the trans-national partnership, but which are, however, key players for developing policies of employment and equal opportunities between women and men through: 1) visits to official institutions and specialised services to gain an insight in situ into their successful experiences and resource networks in the partner countries, 2) contributions from authorities and expert professionals in these issues to trans-national activities
- invitations to organisations and professionals with decision making capacity in the labour market – who do not form part of the partnership – to participate in some of the trans-national activities (training workshops, seminars, conferences, congresses, extending actions to ratify the manifesto for equal opportunities between women and men, originally established as an objective of the Italian DP national project)

### **3. Capacity building**

Respect for this principal within the Trans-national Partnership is guaranteed by considering the agreements signed in the Trans-national Co-operation Agreement, which established that all decisions taken must be based on a consensus model, especially when these are strategic decisions and directly affect the project. This document also stipulates the responsibilities assigned to each of the DPs for efficient project management, with the functions of secretariat and communications co-ordination and the setting up of Trans-national Task Forces responsible for evaluating the adaptability of methodologies and solution management to the different socio-economic, cultural and geo-demographic contexts, being reserved for the Italian partners.

These premises are the foundation for the fundamental decision making and co-ordination systems as the first links in the organisational structure of the trans-national project to preserve the co-operative nature of the initiative and the active participation of all its members, providing them with viable instruments and mechanisms for the trans-national approach:

- discussion and meeting platforms – of a bilateral or trans-national nature -
- project co-ordination and management meetings
- joint workshops
- web platform
- agenda, protocol and channels of communication
- protocol for organising trans-national events

When dealing with participation and its effects on the implementation of the project, it is essential to highlight the fact that the contribution of the DPs to the trans-national project and, specifically, the level of involvement of the entities that make up the DPs, depends on their skills, paying special attention to the efficiency of the players' inter-

vention in order to maximise the impact of actions on the social, economic and cultural development of the different national societies. This generates an added benefit that comes from the experiences gained by the partner entities in the different territories, combined with the improvement made to the capacity building process as a result of understanding the new perspectives provided by the exchange of methodologies and experiences between partner projects and countries and the joint arbitration of innovative measures and solutions for taking action against common problems.

In this sense, we would underscore the improvement in capacity building of the personnel involved in the project, which has attained greater qualification and theoretical-practical knowledge of the different issues, which has had the effect of broadening new perspectives, strategies and fields of experimentation as a continuous learning process with regard to the gender culture.

#### **4. Innovation**

Innovation has been attained in several aspects throughout the implementation of the project, enriching and enhancing the trans-national actions:

- By the management strategy adopted, establishing Task Forces that have been able to analyse the adaptability of the imported tools and methodologies, making the actions of each national DP more efficient.
- Adoption of techniques used in joint work that has propitiated the active participation of delegates, such as Workshops and Focus Groups on specific issues, propitiating new ways of working with target groups.
- Working together on proposals to design the awareness campaign on Paid work v. Non paid work, as a bilateral action between Spain and Austria, with the objective of raising the profile of the clichés on pay inequality that have a negative impact on women and raise awareness among society in general and key socio-economic agents in particular.
- Experimentation of methods for teaching about gender competently in educational methods and tools, carried out by the responsible entities in schools, to fight the perpetuation of traditional gender stereotypes and the distribution of roles that forge educational segregation that affects a social organisation model that, in turn, determines the participation of women and men in the labour market and, therefore, the unequal perception of income and decision making power.
- Design and adaptation of gender budgeting management models, quality indicators and evaluation of the impact of gender on employment and training policies and on the management of public and private organisations, which lays a solid foundation for a democratic culture in all spheres of public life, promoting a balance in the position and condition of women and men in society and driving transformations in cultural ideology and practises with regard to gender through actions in the sectors that are most sensitive to change: education and the labour market.



- Principal of introducing a multi-cultural gender perspective in employment, training and equal opportunities policies through an Exchange of experiences in different territorial areas in mentoring immigrant women (Austria), inter-cultural mediation in schools (Slovakia, Spain) and considering this as a goal to be faced in changing social and cultural conditions arising from migratory flows of population and their impact on the evolution of labour markets.

## 5. Transfer capacity and visibility

The dissemination and transfer actions established in the framework of the Equal WEGA project are linked to meeting the fundamental objectives of the initiative that propose providing tools for communicating, informing and raising awareness of society in general and the political and social agents of any sector in particular, about gender discrimination and, therefore, inequality between women and men at work. These actions contemplate:

- the design and dissemination of awareness actions among key players and the general population as part of the Trans-national Work Plan
- the final editing of a DVD of best practises in equal opportunities policies and actions driven within the framework of the project in this matter, designed as an information and awareness instrument for key agents

In order to make these actions efficient, the Work Plan plans to involve expert communication experts in assessing and managing the impact on the target population. Other measures have been taken on this too, such as:

- delegating the actions of distributing the resulting material among key agents in their respective territories to the partner DPs to guarantee transfer to the beneficiary sectors
- An equitable distribution of the material among the different partner countries
- determine the slogans, contents and means of undertaking the dissemination campaigns in the different territories by consensus

In this aim to raise the profile of the initiative, try to have it recognised among the competent institutions in the fields addressed and to promote a transfer of information, mechanisms and means have been organised for:

- for making a call to public authorities, key agents and experts in the different issues to take an active and face to face part in the activities and events held
- making a call to the media to attend the presentation of said activities
- calling press conferences with the presence of political leaders and key social agents to present the objectives, actions and results of the trans-national actions
- periodically refreshing the contents and information posted on the project web site covering the description and progress of the project and its fields of action

The Canary Island Regional Ministry of Education, Culture and Sport, as a member of the Canary Island DP, has manifested its interest in using the material designed within the project in its normal and permanent activities in schools.

The Canary Island Women's Institute is currently negotiating with the Santa Cruz de Tenerife Chamber of Commerce, Industry and Shipping to transfer the actions of the Ariadna Work Package II (pilot experience) as a permanent activity.

## **6. Trans-national co-operation**

Sticking to this principal faces the difficulties inherent to the characteristics of a project of this kind, which the Trans-national Partnership has had to face during the implementation phases of the project. These circumstances are due to:

- the geographic profile of the territorial area that is the theatre for our actions, determined by the distance between mainland and island territories and the fragmentation of the island territories into seven islands (with Spanish DP representation on all of them)
- the language differences between partner countries and the difficulties faced by partners and other participants in the activities due to the use of foreign languages (especially the Canary Island DP).

Both these have been solved by consensus based decisions that involve:

- optimising times and costs devoted to travel between the islands and the mainland by making meetings and encounters between the entities coincide. These meetings are necessary for the initiative to work properly and to foster co-operation in programming trans-national activities without affecting the agenda and the calendar of actions; on the contrary, it has enriched it.
- improving the translation system for trans-national activities to prevent misunderstanding among partners in the use of other languages, despite the fact that English is the assigned working language.

In other aspects, trans-national co-operation has been characterised by:

- an institutional relationship of co-operation and consensus in decision making
- a participative organisational structure that, from the beginning, has assigned responsibilities for managing the secretariat and communications (Italian DP) and the application of the trans-national project evaluation methodology (Spanish DP)

Finally, trans-national co-operation had a positive impact on relations with national projects being implemented at the same time, because of the transfer and exchange of information and experiences, the continual learning curve and the co-operation in designing a common methodology, the generation of innovative solutions to common problems and the mutual benefit of the methods and tools of each partner to adapt and apply them in their respective projects.

These good relations have reinforced the will to co-operate among partner entities and has generated new ways of addressing problems associated with the processes of discrimination and exclusion in the labour market for reasons of gender, conceived

as methods and best practises that, with the support of information dissemination strategies and channels of communication with key agents, leads to the economic, social and cultural development of local societies. These benefits are off-set by the difficulties detected by the partner DPs to reconcile the calendar for implementing national projects with trans-national action, due to the intensity of the activities in the programme.

## 7. Integral approach and concentration

The main objective of the working strategies that have been developed is to deal with the inequalities that exist in the labour market that have an impact on women in general and on immigrant women in particular, situations that are not common to all the partner countries.

The trans-national project has focussed its action on the more vulnerable groups in the labour market, providing resources for dealing with it and to study it, both on a human level with the co-operation of expert professionals, technical resources for designing methodologies and new approaches and material resources for designing and circulating products that highlight such discriminatory practises.

### Analysis of compliance with the FSE mainstreaming priorities

#### 1. Equal opportunities

This priority is met in the Equal WEGA project as a fundamental principal and objective of the action, based on the interest of all partner projects and countries in promoting gender equality values at all levels of social, cultural and citizen development and in removing the obstacles that contribute to the persistence of discrimination between women and men in the labour market. This is, therefore, the approach that presides over the whole process of implementing the project, in the different phases of diagnosis, formulation, implementation and follow up:

##### a) Diagnosis

Analysing the problems that are common to all partner countries and projects for the full integration of women in the labour market, in conditions of equality with men, and their participation in public and private spheres (joining political activity and female representation at all levels of political power) of decision making (top management posts in private enterprise).

Using indicators segregated by sexes in the analysis.

##### b) Formulation

Defining objectives, actions and working systems to not only achieve the results and products proposed, but also to enhance their impact on social structures and on the national projects involved.

*E.G.: By embarking on activities that favour training on gender issues especially the issues with the least theoretical-practical development in equality policies and initiatives (competent gender teaching, equal pay, design of indicators to evaluate the impact of policy, etc.), it helps to qualify and specialise participants. This is an added value for the trajectory of entities and professionals in their re-*

*spective fields of intervention, providing a beneficial impact on managing the actions – in these projects or in any other facet of their trajectory – and a substantial improvement in attending the needs of the beneficiaries or users of the services provided.*

*Hence it improves the level of competence of the entities, the participating experts and the hired personnel (mainly women).*

c) Implementation

Designing strategies, mechanisms and tools to fight the vertical and horizontal segregation of the labour market, educating in equality values and raising awareness of the pertinent agents in the economic, political and social space – and in society in general – in promoting gender equality.

Fostering measures that make a life work balance possible in the application of the calendar of actions and in programming the different activities:

*Organising work times to allow a real and effective participation by women.*

*Establishing protocols for designing work programmes that contemplate spaces for resting, meals and cultural activities in the same facilities where the activities are organised.*

*Planning and programming spaces for understanding and communication between the staff of the DPs (group meals, thematic routes, etc.).*

Using a non sexist language in communication, dissemination of information, drafting of reports and in the circulation of documentation in general.

Preserving awareness actions of public dissemination (campaigns) and the supports used (posters, postal free, advertising spots) from the inclusion of stereotypes and sexist roles in both language and images, with maximum care.

On the other hand, in the conception and implementation of the actions of the Transnational Work Plan, consideration is specifically given to the needs and specificities of immigrant women as victims of multiple processes of discrimination in all spheres of public and private life. The situation and condition of these women in the social and economic environments they are trying to integrate, places them in a situation of social risk and vulnerability, and they are often excluded from the formal economy and relegated to sectors of precarious employment.

The commitment of DPs to this principal of equal opportunities can be found in their own internal structures, in which public and private entities participate, along with experts in gender equality policies, and these are reinforced by hiring staff with experience and training in this field.

*The partner entities of the different DP5s intervene in actions to provide guidance, counselling and care for women who are victims of gender violence and/or social exclusion; accompaniment in the training processes; promotion in the public and private sphere; gender research; promotion of human and democratic rights.*

In general, accessible friendly facilities are chosen for holding the different transnational activities and events, in order to avoid architectural barriers that are an obstacle to the integration and participation of disabled people.

## 2. Environment

Respect for this priority is given consideration by applying the following criteria:

- Use of re-cycled and non polluting material in the design of products to be disseminated.
- Promotion of the application of technological media for the communication and dissemination of information on the project (electronic mail, intranet) to the detriment of the use of paper.
- Use of public transport for bringing partner entities to the venue for trans-national activities and events, preferentially those considered to be the least polluting means of transport (trains).
- Proximity between the venue for activities and accommodation (hotels) to avoid the use of transport vehicles.
- Considering respect for environmental values in the choice of facilities for holding activities and for the accommodation for participants.
- Optimising transfers from the islands to mainland partner countries, extending the territorial itineraries of visits and meetings to prevent unnecessary travel.

## 3. Development society

The trans-national Equal WEGA project gives consideration to the application of new information and communication technologies (NICT) as an alternative to distance between the territories involved. The use of IT instruments and tools and technologies (data bases, e-mail, forums, conversation channels, ADSL Internet connection) helps to activate the Communication Plan and makes information dissemination actions more efficient.

By the same token, all the technological means within the reach of partner entities are applied to make a contribution to understanding and comprehension among participants in trans-national activities and events, especially when the language barrier is not adequately surmounted by professional interpreters and translators. In this case, power point presentations are highly useful, as is the use of pen drives as an information support and the projection of presentations that require I.T. and audio-visual equipment (lap top computers, overhead projector, etc.).

The main asset in this area, however, is a web site for disseminating general information and actions undertaken in the framework of the project, offering public access and a private intranet for managing the initiative, reserved for trans-national partners.

Finally, it is worth highlighting the attention paid to this priority in the publishing of the final product of the project in DVD format, including best practises developed for promoting gender equality and the trans-national work.

## 4. Local development

The projects form part of a local development strategy by the very configuration of the trans-national partnership, combining agencies of different kinds and types (NGO, public institution, private enterprise, gender training centre). This merger of

entities and sectors propitiates an exchange of approaches and ways of facing the same problem by mobilising human and material resources, helping to strengthen local technical capacities in the battle against discrimination.

The trans-national action is aimed at leading the effects of the interaction between agents and action perspectives towards a convergence of intervention strategies and a recognition of common problems and interests, extending them to cover all social sectors and promoting transformations in the economic and political structures of the territories in which they are promoted.

So it is a question of distinguishing the principal of equality between women and men and the principal of non discrimination for reasons of sex as assets of the development of local societies, involving all the key agents that intervene in the processes of economic growth and social and cultural progress.

The Equal WEGA project is helping to achieve this goal with a contribution to:

- an improvement in the qualification of the personnel involved in the project by enhancing their knowledge of gender issues in different contexts. This education will help to assess the dimension of the problems of discrimination Europe wide to apply the lessons learned in the local contexts of each partner country
- raising the awareness of the agents intervening in gender equality development policies and initiatives and the transfer of know-how in this area through the dissemination of best practises, action methodologies and instruments

*Design of an Equal Pay campaign by Austria and Spain to provoke an impact and to the draw attention of all social sectors of both countries to the pay differences in local territories by generating a process of awareness raising around the project to propitiate change and improve the quality of life of the populations involved.*

- the acquisition of methodologies by the different partner countries that will act as catalysts for key social agents

*Focus groups on Equal Pay provided by Spain that will be organised in Austria.*

*Competence balance as a technique to be applied in the employment guidance protocols by public employment services in Spain.*

- the introduction of training and gender awareness actions in all areas and sectors of the communities involved, giving preferential consideration to those that can generate impacts on the cultural perception of stereotypes and the traditional distribution of roles

*The prevention and awareness actions carried out by the Slovak and Spanish partner entities in schools are aimed at breaking away from gender stereotypes to foster a gender culture and democracy in which men and women gain access to training, work and society in conditions of equal opportunity. These training actions, aimed at teachers as key socialisation agents, are designed to have a positive impact on transmitting the concept of equality as a factor of social development to students.*

With these expectations, the global application of the actions forming part of the project will be able to promote the following in local societies, in general terms:

- The transformation of stereotypes and the traditional distribution of roles in our cultural ideology and heritage
- The promotion of a situation and condition of women in all areas of social, economic and cultural life of the community, by gaining participation in different areas in the same conditions as men
- The activation of local employment markets by introducing new development strategies by improving human resource management, a revision of structures with an equal opportunities perspective (to off-set the processes of vertical and horizontal segregation) and by incorporating renewed values in professional activities (competence balance)
- Driving local economic development by fostering the entrepreneurial initiative of women and the equal participation of women and men in all sectors of activity
- The renovation of democratic values in the organisation and operation of local public institutions with an equitable representation of women and men

### Contribution of the project to the Equal CI

This trans-national project makes contributions to the transformation of the socio-economic and cultural environment of the participating territories and innovative solutions to promoting equal opportunities strategies between women and men at work by:

- Paying attention to the specificities of the conditions in which inequality is consolidated and accentuated, especially in the social sectors and territorial spaces that are influenced by the movement of migrant populations and the settlement of ethnic minorities, in consideration to the multiplication of discrimination processes (condition of women, belonging to ethnic minorities, foreigners, without legal residence...).

*Methodologies are articulated to act in these situations, to educate society in gender values from a multi-cultural approach in schools and by introducing the multi-cultural perspective in training actions and gender policies, with emphasis on mentoring as an efficient method when working with immigrant women*

- Promoting new forms of fighting discrimination by researching and analysing the different social contexts and by experimenting new methodologies and tools, such as:

*Intervention in education as a form of prevention to avoid a differential positioning that places women at a disadvantage to men in the labour market.*

*Considering private entities as spaces of social responsibility, hence promoting respect for equality between women and men (employees) and putting an end to all forms of gender discrimination (unequal perception of wages for work of the same value, access to decision making management posts, work life balance policies, etc.,...).*

*Introducing new approaches for educational and careers guidance based on the competence balance that adds value to the personal and professional career of*

*women from a renewed perception of the experience and skills acquired outside the formal labour market.*

*Design of indicators to evaluate the impact of equal opportunities policies between women and men and systems for developing gender budgets for managing public and private organisations.*

- Determining awareness actions as an efficient method for promoting the principal of gender equality aimed at key agents (in their own areas of intervention) and society in general through campaigns of maximum cover.
- Dissemination of best practises in trans-national co-operation to promote equal opportunities at work, with special emphasis on the vertical and horizontal segregation of markets and pay inequality, and by introducing the gender perspective in educational and training policies in DVD format for export to key agents in developing employment, training and equal opportunities strategies and policies throughout Europe.

### **Project sustainability analysis**

Throughout all the implementation phases, the trans-national Equal WEGA project has stuck to the Trans-national Work Plan satisfactorily – as can be seen from the intermediate evaluation processes -, based on respect for the commitments accepted in the Trans-national Co-operation Agreement and by following the recommendations propitiated therein:

- a high degree of cohesion in the Trans-national Partnership forged from horizontal and fluid communications between the participating entities and a co-operation model founded on mutual respect and support and the recognition of the contributions of the respective projects to trans-national co-operation
- an improvement in the capacity building of the personnel and entities involved in the project, the systems of work and the action strategies

During this process, a high degree of willingness has been detected among the partner countries to comply appropriately with the trans-national work, which has been an added effort for those sharing this first European experience to motivate and drive their efforts towards a continuous learning experience that has benefited and reinforced the national actions.

This willingness has been seen in the implementation of the actions and the acceptance of new commitments. One example of this is the will shown by the Spanish DP to joint the Italian initiative of the Manifesto for Equality, in which they have developed a parallel action here in Spain by drafting a Territorial Pact for Equal Opportunities, which is the translation of importing/exporting methodologies or actions.

The Canary Island Women's Institute, the body managing the Ariadna project, along with entities associated to the Italian project, is currently negotiating the continuity of the trans-national co-operation in the framework of the Regional Operative Programmes. The body managing Klara! (Austria) and the ICM will also have the chance of continuing their co-operation in the framework of the "Europe for citizens" Initiative, and they are also awaiting approval for a project that forms part of the "Life long learning" Initiative.



The excellent results obtained as a result of the co-operation within the EQUAL WEGA project is leading all the partner countries to seek all possible alternatives to maintain their co-operation to overcome inequalities between women and men in the European Union.

Initiatives like the ones we have just mentioned, and considering the advances made in the different territories and the joint work strategies generated and the actions taken to define common and innovative solutions to common problems, with a positive evaluation of both the experience and the benefits gained from trans-national co-operation by the participating entities, and with a shared impression of what remains to be done and of the capacities and the potential of each of the partner entities to tackle new challenges, justifies the fact that the implementation and experience of this trans-national action suggests elements that make trans-national co-operation initiatives sustainable in this field.

To accredit the sustainability of the project, an express mention must be made of the commitment shown by the competent authorities to reinforce lines of co-operation to promote gender equality between the Autonomous Community of the Canary Islands and the Autonomous Region of Friuli Venezia Giulia (FVG).

Slovak official bodies endangered the sustainability of Aspekt as the lead partner of the project, as well as the other one NGO partner of the project - Minority Right Group. The sustainability of these organizations, as well as sustainability of many other Slovak NGOs, which exist more than 10 – 15 years, and were involved in Equal projects in 2005 – 2008 are now jeopardized because of the neverending hard administrative complications, and huge, very often non-sense byrocracy, as well as by very late payments of the finances. All capacities are exhausted by these facts, and due to this it is very difficult to plan the later existence of these organisations.

## Evaluation balance and conclusions

The following conclusions can be drawn from the final evaluation process of this trans-national project, explained by way of a synthesis as the factors and analysis that intervene in the implementation of the initiative have already been presented.

The progress and implementation of the Equal WEGA project satisfactorily meet the criteria of:

- Coherence and relevance of the project **objectives** with regard to their socio-economic, political, cultural and institution context
- Compliance with the Trans-national Work Plan **agenda and calendar**
- Coherence of the **actions** with regard to the project objectives and relevance in the respective territorial contexts
- **Value added** of the Trans-national Work Plan actions and the implementation of the parallel national projects

- **Positive impact** of the actions on the parallel national projects and the structures / systems they act on
- Positive impact of the **products** elaborated as part of the project on the target population, key agents and on employment, training and/or equal opportunities policies
- Efficiency and impact of the **Communication Plan**
- **Compliance with the key Equal CI principals**
- **Compliance with ESF mainstreaming priorities**
- **Contribution to the Equal CI**
- Development of factors that justify the **sustainability** of the initiative

Nevertheless, we recommend that consideration be given to:

- Designing the programming of the action calendars and agendas formulated in the Trans-national Work Plan to consider the implementation needs of the parallel initiatives of the respective national projects.
- Applying a realistic implementation perspective to the Trans-national Work Plans to avoid an accumulation of the commitments and responsibilities of the partner entities to the detriment of the implantation of the national projects.
- Reinforcing the use of NICTs with investment in training and new equipment at all levels and among all agents participating in the project to promote more efficient communication plans through the use of new forms of contact.
- Testing communication and exchange formulas and strategies that overcome the obstacles arising from the use of different languages and investing in the optimisation of techniques in this area (translation and interpreting).